

ORGANIZATIONAL MATRIX FOR IMPROVING ADMINISTRATION & OPERATIONS OF PUBLIC HOUSING

This matrix presents a way to organize public housing operations at the local, regional and central (or state-wide) levels. It keeps maximum local responsiveness through local staff, while providing additional capacity in order to achieve the objectives stated below. This document does not address reorganization of governance functions. Please note that adequate operating funding is needed for an approach like this to be effective.

Objectives:

- Improve the range of outcomes for residents in housing operations and services
- Optimize the effective management and administration of public housing
- Increase housing authorities’ capacity, especially small and medium sized LHAs, to:
  - improve the housing stock (through day-to-day maintenance, unit turnovers, and long-term capital improvements)
  - respond to residents’ needs
- Maximize the capacity to respond to diverse local needs in multiple communities
- Combine local responsiveness with greater in-depth operational capacity and skills
- Deliver greater transparency through, for example, expanded use of technology
- Achieve the most cost effective investment possible of public resources

OPERATIONS OF PUBLIC HOUSING		
LOCAL LEVEL	REGIONAL LEVEL	CENTRAL
<b>Major functions – summary</b> <ul style="list-style-type: none"> <li>• “Front-line” operations</li> <li>• Day to day operations for physical sustainability, financial stability, and responsiveness to residents</li> <li>• Provide direct services to residents</li> </ul>	<b>Major functions – summary</b> <ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Supervisory roles</li> </ul>	<b>Major functions – summary</b> <ul style="list-style-type: none"> <li>• “Back-office operations”</li> <li>• Oversight</li> <li>• Overall policy setting</li> <li>• Finance and accounting</li> <li>• Training</li> </ul>
<u>Tenant/Landlord and Resident Relations</u> <ul style="list-style-type: none"> <li>• Respond to resident needs, questions, issues</li> <li>• Provide assistance to applicants &amp; to residents, e.g., with rent payment, grievances, etc.</li> <li>• Provide residents with links to services/advocates</li> <li>• Interact with tenant organizations</li> <li>• Create local policies with residents (e.g., use of community room)</li> </ul>	<u>Tenant/Landlord and Resident Relations</u> <ul style="list-style-type: none"> <li>• Conduct hearings on resident grievance</li> </ul>	<u>Tenant/Landlord and Resident Relations</u> <ul style="list-style-type: none"> <li>• Rent payment receipt (through lock-box)</li> <li>• Resident services overall planning &amp; oversight</li> <li>• Set operational policies (e.g. tenant selection, rent collection policy, damage charge rates, house rules, non-resident units, etc.)</li> </ul>
<u>Community Relations</u> <ul style="list-style-type: none"> <li>• Human face to tenants and community</li> <li>• Work with regional staff to obtain local services (e.g., trash pick-up, snow removal, social services for residents)</li> </ul>	<u>Community Relations</u> <ul style="list-style-type: none"> <li>• Work with local staff on complex issues (e.g., grant requests)</li> <li>• Work with local staff to obtain local services</li> </ul>	
<u>Property Management</u> <ul style="list-style-type: none"> <li>• Marketing and leasing, using central wait list</li> <li>• Initial income certifications &amp; recertifications</li> <li>• Lease enforcement (e.g., monitor rent collections)</li> <li>• Initial property budgeting and on-going budget tracking</li> </ul>	<u>Property Management</u> <ul style="list-style-type: none"> <li>• Finalize property budgets &amp; ongoing budget monitoring</li> <li>• Monitor local operations against established standards</li> </ul>	<u>Property Management</u> <ul style="list-style-type: none"> <li>• Maintain central wait list for public housing</li> <li>• Create budget guidelines; approve and monitor budgets</li> </ul>
<u>Administration &amp; Fiscal Operations</u> <ul style="list-style-type: none"> <li>• Small scale purchasing &amp; contracting</li> <li>• Invoice review</li> <li>• Contract/performance monitoring for on-site vendors (e.g. trash removal, elevator maintenance, emergency systems)</li> <li>• Monthly reporting to regional management</li> </ul>	<u>Administration &amp; Fiscal Operations</u> <ul style="list-style-type: none"> <li>• Approve routine invoices or payment by central office</li> </ul> <u>Human Resources</u> <ul style="list-style-type: none"> <li>• Assist in recruitment &amp; hiring of local staff</li> <li>• Assist in personnel management such as annual reviews &amp; terminations</li> <li>• When needed, plan local staff coverage for vacations and sick leave, etc.</li> </ul>	<u>Administration &amp; Fiscal Operations</u> <ul style="list-style-type: none"> <li>• Provide accounting &amp; bookkeeping</li> <li>• Manage accounts payable</li> <li>• Central IT management</li> <li>• Procurement &amp; contract administration:               <ul style="list-style-type: none"> <li>○ Professional services (legal, IT, audits)</li> <li>○ Large, routine contracts (utilities)</li> <li>○ Centralized purchasing, when cost effective</li> </ul> </li> <li>• Compliance, e.g., income certification and recertification</li> <li>• Regulatory reporting to DHCD &amp; HUD               <ul style="list-style-type: none"> <li>○ Coordinate between state &amp; federal requirements, where relevant</li> </ul> </li> <li>• Utility monitoring</li> <li>• Manage property and liability insurance, e.g., participate in the MA NAHRO insurance pool</li> </ul> <u>Human Resources</u> <ul style="list-style-type: none"> <li>• Create human resources policies</li> <li>• Recruitment, background checks, hiring</li> <li>• Personnel management - annual reviews, compensation, benefits, terminations</li> <li>• Handle staff grievances</li> <li>• Collective bargaining</li> </ul>
<u>Maintenance (routine and preventive)</u> <ul style="list-style-type: none"> <li>• Provide routine maintenance &amp; custodial services</li> <li>• Work order response &amp; prioritization</li> <li>• Knowledge of immediate physical needs – respond to emergencies</li> <li>• Unit turn-over*</li> <li>• Preventive maintenance implementation</li> <li>• Inventory control</li> <li>• Daily/weekly property inspections</li> </ul> <p><i>* Unit turnover should be accomplished where it can be completed most quickly – “best available option.” This might be local or regional; might be staff or contracted.</i></p>	<u>Maintenance (routine and preventive)</u> <ul style="list-style-type: none"> <li>• Monitor work order response</li> <li>• Plan for preventive maintenance w/ local staff</li> <li>• Unit turnover planning &amp; monitoring*</li> <li>• Hire maintenance contractors when needed</li> <li>• Annual property inspections</li> </ul>	<u>Maintenance (routine and preventive)</u> <ul style="list-style-type: none"> <li>• Overall planning and administration of maintenance systems, procedures and standards</li> </ul>
<u>Capital Planning and Implementation</u> <ul style="list-style-type: none"> <li>• Input into capital plans</li> <li>• Help coordinate capital work in occupied properties</li> </ul> <p><i>Note: Larger sites or localities might have a greater role in implementing capital projects.</i></p>	<u>Capital Planning and Implementation</u> <ul style="list-style-type: none"> <li>• Direct small capital projects</li> <li>• Monitor capital projects</li> <li>• Assist site staff in capital budgeting and prioritization</li> </ul>	<u>Capital Planning, Financing and Implementation. New Project Development</u> <ul style="list-style-type: none"> <li>• Direct capital planning, including financing</li> <li>• Oversight of capital project implementation, including hiring contractors, inspections, payment, etc.</li> <li>• Implement any new housing development</li> </ul>